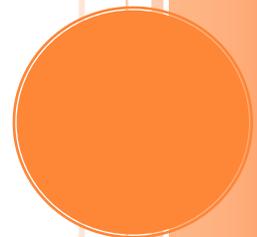


GUIDELINES FOR THE ESTABLISHMENT AND OPERATION OF LOCAL COMMUNITY DEVELOPMENT COMMITTEES

These General Policy Guidelines are issued by the Minister for the Environment, Community and Local Government to create a common framework for the establishment and operation of LCDCs in each local authority area.

Community Division of the Department of the Environment,
Community and Local Government

10 July 2014



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ACRONYMS

CPG	Corporate Policy Group
LCDC	Local Community Development Committee
PPN	Public Participation Network
SPC	Strategic Policy Committee

1. INTRODUCTION

The following are guidelines from the Minister for the Environment, Community and Local Government under section 128E(4) of the Local Government Act 2001, as inserted by section 36 of the Local Government Reform Act 2014, in relation to the establishment and operation of Local Community Development Committees.

1.1 Context

The Final Report of the Alignment Steering Group was approved by Government as a part of *'Putting People First' – Action Programme for Effective Local Government*, on 16th October 2012. *'Putting People First'* sets out reforms to improve the delivery of services for the citizen, deliver greater efficiency and effectiveness and give local government a more central role in local and community development. It represents a significant change in government policy in relation to local government and seeks to place local government as

the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services, and representing citizens and local communities effectively and accountably.

The Local Government Reform Act 2014, enacted on 27 January 2014, gives legislative effect to the commitments in *'Putting People First'*, including the establishment of Local Community Development Committees (LCDCs) in each local authority administrative area.

1.2 Local Government Reform Act 2014

The key provisions regarding LCDCs are contained in Part 6 of the 2014 Act. Part 6 inserts new sections 49A and 128A to 128F into the Local Government Act 2001 and provides for—

- the establishment of LCDCs as Committees of local authorities,
- the functions of LCDCs,
- LCDC membership,
- administrative support for LCDCs by local authorities, and
- co-operation with the work of LCDCs by local development agencies.

It was commenced on 1 June 2014 and has full legal effect from that date. Accordingly, local authorities are required to establish LCDCs, agree LCDC membership and manage

the work of their LCDCs generally, in accordance with the Act, relevant ministerial Regulations and these policy guidelines.

Part 6 is complemented by statutory regulations, the ***Local Community Development Committee (Section 128E) Regulations 2014***¹, and also have full legal effect from 1 June 2014. The Regulations provide a regulatory framework for—

- the establishment of LCDCs,
- membership of, and appointment of members to, LCDCs,
- decision-making by LCDCs,
- matters related to the appointment of the Chairperson and Vice-Chairperson,
- tenure of members, and
- matters relating to meetings, business and administration of LCDCs.

1.3 Application of Guidelines

The purpose of these guidelines is to underpin the *Section 128E Regulations*, to create a common general approach to the establishment and operation of LCDCs and support local authorities to this end. The guidelines give local authorities some discretion to develop and implement arrangements that take into account local circumstances and best meet local needs.

These guidelines should be read in conjunction with *the Section 128E Regulations* and any reference to a '*Regulation*' in these guidelines means a regulation in the *Section 128E Regulations* unless it is stated otherwise.

In accordance with section 128E(3) of the 2001 Act, local authorities and LCDCs must comply with these guidelines.

¹ As amended by the Local Community Development Committee (Section 128E) (Amendment) (No.1) Regulations 2014

2. GUIDING PRINCIPLES OF LCDCs

The work of the LCDC should be guided by the following general principles—

- a participative, ‘bottom-up’ approach is a key feature of local and community development – meaningful community participation in identifying priorities and solutions, shaping local initiatives and a vision for those communities is important and, therefore, participation of the community sector is essential,
- the democratic mandate of the local authority members on the LCDC should be recognised and respected,
- the experience and contribution brought by all LCDC members should be recognised and respected, and approaches that use the strengths and expertise of all members should be developed and implemented,
- a clear focus on social inclusion – marginalised communities, and the marginalised within communities, should have the opportunity to participate in local decision-making and the power to influence and shape local decisions – this should be reflected in both the LCDC membership and the mechanisms in place to ensure socially excluded persons can participate in planning and decision-making,
- the promotion of enterprise and employment development, and training and education to support this, is an essential element in supporting sustainable communities and building their capacity, and this should be reflected in planning and programme delivery,
- the strengths and experiences of all local actors, working in partnership and collaboration, and the harnessing of existing local and community development infrastructure, are key to making the best use of resources for citizens and communities – accordingly, planning and programme implementation that make the best use of local resources should be developed and supported,
- the integration of sustainable development considerations into policy development and implementation is crucial in developing, supporting and maintaining vibrant communities – plans and service delivery approaches should seek to stimulate local development and sustainability,
- voluntary activity and active citizenship should be pursued as vital elements of flourishing communities, and

- there should be a clear focus on making the best use of available resources and achieving value-for-money – accordingly, there should be a focus on developing integrated, evidenced-based approaches to local service planning and delivery that seek to make the best use of public and private sources of funding.

3. PURPOSE OF LCDCs

Section 49A of the Local Government Act 2001 provides for the establishment of LCDCs in all local authority administrative areas *“for the purposes of developing, coordinating and implementing a coherent and integrated approach to local and community development”*. In this regard, each LCDC will bring together local authority members and officials, State agencies and people actively working with local development, community development, and economic, cultural and environmental organisations to implement a joined-up, cross-sectoral approach to local and community development programming. LCDCs will, therefore, draw on the expertise and experience of public and private actors within the relevant local authority area to provide effective and efficient services to citizens and communities, and particularly those most in need of those services.

As provided for in the Act, LCDCs will—

- have primary responsibility for co-ordinating, planning and overseeing local and community development funding, whether spent by local authorities or on behalf of the State by other local development bodies,
- bring a more joined-up approach to the implementation of local and community development programmes and interventions, pursuing an integrated approach to local community-based services across providers and delivery structures,
- drive meaningful citizen and community engagement in the scoping, planning, delivery and evaluation of local and community development programmes,
- pursue a more cost efficient administration of local and community development programmes and delivery structures, the matching of resources to priorities and better value-for-money in the management and delivery of programmes,
- focus on learning and feedback, enhancing the links between service delivery and policy development, and
- pursue opportunities for additional funding for the area, whether Exchequer, EU, private or other sources.

4. LCDC FUNCTIONS

4.1 Section 128B Local Government Act 2001

Section 128B of the Local Government Act 2001 sets out the functions of LCDCs. These functions include—

- to prepare the community elements of a 6-year Local Economic and Community Plan (the Plan),
- to implement, or arrange for the implementation of, the community elements of the Plan,
- to review the community elements of the Plan at least once within the period of 6 calendar years and, if necessary, to amend the community elements of the Plan,
- to monitor on an on-going basis the implementation of the community elements of the Plan and, if appropriate, to revise the actions and strategies set to achieve the objectives of the community elements of the Plan,
- to coordinate, manage and oversee the implementation of local and community development programmes that have been approved either by the relevant local authority or by agreement between the LCDC and a relevant public authority (e.g. government department, State agency etc.),
- to improve the coordination of public-funded local and community development programmes and reduce duplication,
- in addition to public-funded programmes, to coordinate generally the local and community development programmes within the operational area of the LCDC,
- to consider a draft of the economic elements of the Plan and adopt a statement for consideration of the Council in this regard, and
- to prepare an annual report on the performance of its functions.

These are a summary of the functions set out in the Act. Local authorities and LCDC members, should be familiar with the detailed provisions contained in Section 128B.

4.2 Performance of Functions

4.2.1 *Delegation of local authority functions*

The functions of a local authority regarding promoting the interests of communities, as set out in section 66 of the 2001 Act, have been delegated to LCDCs by section 128B(2).

As per section 66, promoting community interests includes actions that promote—

- social inclusion or the social, environmental, recreational, cultural or community development, or
- the general development, including enterprise and economic functions arising from local and community development activities, within the local authority administrative area.

It should be noted, however, that the delegation of these functions to LCDCs does not restrict the functions of local authorities regarding promoting the interests of local communities or other related functions under section 66.

4.2.2 *Implementation of actions on behalf of LCDCs*

LCDCs may enter into written agreements with public authorities, local development or community development bodies or any other body or person for the carrying out of functions which an LCDC considers appropriate in furtherance of the performance of its functions e.g. the implementation of actions under the community elements of the Plan.

4.2.3 *Matters to have regard to when performing functions*

When performing their functions LCDCs should have regard to—

- the resources available, or likely to become available, to it and the need to secure the best use of those resources,
- the need for cooperation and the coordination of its activities with those of local authorities, public authorities and other public-funded bodies,
- the need for consultation with public authorities and public-funded bodies,
- the need for consistency with national policies, priorities and objectives in so far as they may impact on the LCDCs' functions,
- the need to integrate sustainable development considerations into policy development and implementation, and
- the need to promote social inclusion.

4.2.3 Independence of the LCDC

The LCDC, like the CPG and SPCs, is a committee of the local authority. However, unlike the CPG and SPCs, the LCDC is independent from the local authority in the performance of its functions. Accordingly, how those functions are carried out and any decisions to be made by the LCDC when carrying out those functions are solely a matter for the LCDC.

This independence is provided for explicitly in sections 49A(2) and 128B(8) of the 2001 Act.

4.3 Advice and Information from the Chief Executive

The Chief Executive is required to advise and assist the LCDC generally as regards the performance of its functions (section 132(3) of the 2001 Act, amended by section 47 of the 2014 Act). If the Chief Executive or the LCDC consider that advice or assistance is needed, the Chief Officer and LCDC Chairperson should arrange for it to be available for the relevant LCDC meeting. Where advice or assistance is requested by the LCDC, the Chief Executive should ensure it is available to the LCDC members, where possible and appropriate, as soon as it is available and in advance of the next LCDC meeting. The LCDC must have regard to the advice or assistance of the Chief Executive when carrying out its functions.

The LCDC, or the LCDC Chairperson, may also request the Chief Executive to provide information in the possession of the local authority, or which the Chief Executive can obtain, related to the business of the LCDC. In practice, this will be agreed and arranged between the Chief Officer and Chairperson. Any information sought should be made available to the LCDC members as soon as it is available (section 136 of the 2001 Act, amended section 51 of the 2014 Act).

4.4 Views of Local Authority Members Expressed at LCDC

The Chief Executive is required to have regard to the views of the local authority members when carrying out the executive functions of the local authority, including any such views expressed at an LCDC meeting (section 149(7) of the 2001 Act, as amended). Where such views need to be brought to the attention of the Chief Executive, the LCDC Chairperson and Chief Officer will arrange for these to be provided to the Chief Executive and other colleagues on the local authority staff, as appropriate.

Note: “having regard” to views expressed by the local authority members requires the Chief Executive to take them into consideration, along with all the other matters that he or she is required by law to take into consideration and which for good governance, policy or other reasons the Chief Executive considers prudent to take into consideration.

5. ESTABLISHMENT AND OPERATION OF LCDCs

5.1 Establishment of LCDCs

Section 49A(1) of the Local Government Act 2001 provides that an LCDC, or LCDCs, shall be established by resolution of each local authority in respect of its administrative area. Accordingly, each local authority is statutorily obliged to establish at least one LCDC to cover its administrative area. A resolution, for example, not to establish an LCDC would be ultra vires Section 49A and would have no legal effect.

In establishing an LCDC, the local authority will—

- pass a resolution establishing the LCDC (Section 49A),
- agree the broad composition of the LCDC, and the sectors to be represented (Section 128C(3)(a)),
- seek nominees from the sectoral interests identified and nominate local authority members (Section 128C(3)(a)), and
- approve the membership (Section 128C(3)(b)).

In the first instance, a resolution to establish an LCDC should be passed no later than the first meeting of the local authority following the formation of the Corporate Policy Group (CPG) (*Regulation 4*).

5.2 Agreeing the Membership of LCDCs

The Chief Officer, having regard to the importance of ensuring a ‘bottom-up’ approach, will in consultation with the CPG, determine (in accordance with **Section 6, Membership of LCDCs**)—

- the number of members, and
- the general composition and the sectoral interests to be represented.

In line with the approach agreed with the CPG, the Chief Officer will formally seek nominations from the relevant sectoral interests and the local authority will nominate the local authority member representatives.

When the local authority members have been nominated and nominations have been received from the relevant sectoral interests, the Chief Officer will prepare and submit the list of nominees to the local authority for approval. The local authority is required by the Act to approve the membership, without addition or omission. Except in exceptional

circumstances, the membership should be approved at the meeting of the local authority at which it is first presented. In the normal course of events, this should be the first meeting of the local authority following the nomination of local authority members to the LCDC (*Regulation 4*).

5.3 Proposals for the Establishment of Additional LCDCs

Local Authorities will normally have one LCDC. In exceptional circumstances, typically in the larger local authorities, local circumstances may require more than one LCDC to be established. In any event, however, a resolution by a local authority to establish more than one LCDC cannot be passed without the prior written approval of the Minister (Section 49A(3)).

A request by a local authority to establish more than one LCDC should set out—

- the rationale for the proposal, i.e. the reasons why more than one LCDC is needed,
- the benefits that will accrue to the local authority area, and
- the measures that the local authority will take to ensure the coordination of activities between the different LCDCs and ensure the best use of resources across the entirety of the local authority area.

5.4 Timeframe for the Establishment of LCDCs

The steps to be followed by the local authority when establishing an LCDC and the recommended timeframes for completing each step are outlined below:

<u>Timeframe</u>	<u>Action</u>	<u>Reference</u>	<u>Responsible</u>
	CPG established by local authority	Section 133	City/County Council
First meeting of CPG	Chief Officer in consultation with the CPG agrees the size and general composition of the LCDC (incl. number of local authority members), and seeks nominees from relevant sectoral interests	Section 128C(3)	Chief Officer and Corporate Policy Group
1 st meeting of council following the formation of CPG	Resolution establishing LCDC	Section 49A(1) Regulation 4(1)	City/County Council
	Local authority members nominated to LCDC	Regulation 4(1)	
1 st meeting of council following nomination of local authority members to the LCDC	Proposed LCDC membership submitted to Council	Section 128C(3)(a)	Chief Officer
	Resolution approving LCDC membership passed by Council	Section 128C(3)(b) Regulation 4(2)	City/County Council
Within 30 days of resolution establishing the LCDC	First meeting of LCDC convened	Regulation 4(3)	Chief Officer

5.5 Dissolution of LCDCs

Unlike other local authority committees (e.g. SPCs, where committee membership ceases with the outgoing council and a new committee is established following each local election), for practical reasons and for the purposes of continuity, the membership of the LCDC will not cease on the ordinary day of retirement of the local authority members. Therefore, LCDCs will continue to stand on the ordinary day of retirement (Section 49A(6) of the 2001 Act), with elected members nominated, or re-nominated, to the LCDC by the local authority, as appropriate.

In some limited and exceptional circumstances, however, it may be necessary to dissolve an LCDC or LCDCs. The following situations may give rise to a dissolution of an LCDC—

- a proposal to establish multiple LCDCs where previously only one LCDC had been established – in such circumstances the original LCDC would be dissolved and replacement LCDCs established, and
- a proposal for only one LCDC in a local authority area where previously several LCDCs stood established – in such circumstances the existing LCDCs would be dissolved and a replacement LCDC established.

A proposal to dissolve an LCDC may be initiated by a local authority, however, a local authority resolution dissolving such an LCDC can only be passed with the **prior written approval of the Minister**. When seeking approval to dissolve an LCDC, the local authority should outline—

- the reasons why the LCDC should be dissolved,
- the arrangements for carrying out its functions in the future,
- details of consultations undertaken with stakeholders, citizens and communities regarding the proposed new arrangements,
- the risks and opportunities associated with the dissolution and how these will be managed,
- benefits arising for citizens and communities from the alternative arrangements, and
- a detailed timetable for the dissolution of the LCDC and the establishment of alternative arrangements.

6. MEMBERSHIP OF LCDCs

6.1 Composition of LCDCs

LCDCs will comprise both public and private sector socio-economic partners drawn from the relevant local authority administrative area. In line with the recommendations of the Alignment Steering Group and best international practice, the LCDC will have a tightly defined membership, normally consisting of no more than 19 members. This will allow for a range for opinions and perspectives to be represented by key local interests, while being sufficiently tight to ensure the focused and effective operation of the LCDC.

The exact membership and number of members will be decided locally in accordance with the guidelines and *Regulations 6 to 16*. The membership should reflect an appropriate representational balance between public and private sector interests, while facilitating as broad a mix of key local interests as possible.

On a 19 person LCDC, there will be a maximum of **nine** public sector members and a minimum of **10** private sector members.

Public sector members will include—

- local authority members,
- local authority officials, and
- State agencies.

Private sector interests will be drawn from—

- community and voluntary interests,
- social inclusion interests,
- environmental interests,
- local development and community development bodies,
- farming/agriculture interests,
- business/employer interests,
- trade union interests, and
- other relevant local and community interests.

In the case of local authorities with **more than 40 elected members**, the LCDC may be increased to a **maximum of 21 members** to ensure adequate representation of local authority members. The appropriate balance between public and private sector members must be maintained e.g. on a 21 person LCDC, there will be a maximum of **10** public sector members and a minimum of **11** drawn from the private sector.

On a 15 person LCDC, there will be a maximum of **seven** public sector members and a minimum of **eight** private sector members.

6.2 Representation of Public Sector Interests

6.2.1 Local authorities

Local government will be represented on the LCDC by both local authority members and local authority officials.

Local authority members

A **19 person LCDC** will have a minimum of three local authority members. In selecting local authority members, regard should be had to the Strategic Policy Committee guidelines on local authority member representation on committees. Accordingly, local authority members should have the opportunity to serve on LCDCs or SPCs but, insofar as possible, should not serve on both an LCDC and SPC for reasons of equity, good practice and workload.

Local authority members may serve on the LCDC for the lifetime of the Council, however, once a person ceases to be an local authority member they will automatically cease to be member of the LCDC.

Local authority members may not represent, or be nominated to represent, other sectoral interests e.g. they may not represent community and voluntary interests, social inclusion interests, local development or community development bodies, etc.

Given the particular composition of the LCDC, it may not be possible to ensure that all municipal districts are represented by the local authority members on the LCDC. However, local authority member representation should reflect, as far as is practical, the different municipal districts.

Similarly, every effort should be made to ensure an equitable gender balance among the local authority members on the LCDC, as well as across the broader LCDC membership.

The Local Government (Reorganisation) Act 1985 (section 27) allows for a basic element of proportionality in appointments to committees, etc. Many local authorities operate (as the Act provides) their own local arrangements to ensure fair play for all concerned,

however, it is not always possible to legislate fully for such good will and practice. Therefore, it is important local authorities adopt and implement an approach which ensures that the various political and other interests in the full council are treated fairly and are equitably represented on LCDCs, where possible.

There will be a minimum of two local authority members on a **15 person LCDC**.

There will be a minimum of five local authority members on an LCDC with more than **19 members**.

Local authority officials

In all cases, two members will be local authority officials. In the first instance, the Chief Executive or other local authority official nominated by the Chief Executive will be a member. The Head of Local Enterprise will also be a member because of holding that position, and will cease to be a member when they are no longer the Head of Local Enterprise.

The Chief Executive, or their nominee, will be a member for as long as the Chief Executive considers it appropriate. They will cease to be LCDC members when they cease to be local authority officials.

6.2.2 Public authorities (incl. State agencies)

A minimum of two members shall be drawn from public authorities providing services in the local authority administrative area. Only those public authorities with a specific local focus may be members, e.g. HSE, DSP, Education and Training Boards, Children Services Committees, Third Level Institutions, Teagasc, etc. Accordingly, nominees should not be sought from public authorities with a more regional/national remit or focus, such as IDA, Enterprise Ireland, etc.

In Gaeltacht areas, particularly those of Cork, Kerry, Mayo, Galway and Donegal, nominations should be sought from Údarás na Gaeltachta.

An indicative list of public authorities that could be considered for membership are detailed in the table on page 24.

6.3 Representation of Private Sector Interests

6.3.1 Community and voluntary interests

The final report of the Working Group on Citizen Engagement with Local Government was published in February 2014. A key recommendation of the Working Group is the establishment of a Public Participation Network (PPN) in each local authority area to serve as the nominating structure for community and voluntary interests to local authority

committee structures. When established, community representatives will be drawn from each PPN on a three 'college' basis, with the colleges representing—

- community and voluntary interests,
- social inclusion interests, and
- environmental interests.

Accordingly, community representatives should be sought from the PPN as follows—

- community and voluntary interests – minimum **two** members,
- social inclusion interests – minimum **two** members,
- environmental interests – minimum **one** member.

PPN representatives should be sought in accordance with the principles set out in the Working Group's report and any relevant ministerial regulations and guidelines. Local authorities may also set their own broad criteria to ensure that there is appropriate representation from the three colleges, as well as an appropriate mix of skills and capacities across the LCDC membership as whole. However, such criteria should not be inconsistent with any guidelines or regulations in respect of PPNs.

Interim arrangements

It is intended that PPNs will be established in all local authority areas from 1 June, however, where PPNs are not in place when LCDC membership is being finalised, local authorities should put interim arrangements in place to seek nominations to represent the various interests.

Regarding **community and voluntary** and **social inclusion** interests the Department recommends that nominees should be sought from the respective community and voluntary fora. These members will hold their seats until PPNs are in place. Alternatively, social inclusion representatives may be sought from the relevant Community Platform, where they are present within a local authority area.

Representatives of **environmental interests** should be sought from the Environmental Pillar (see Appendix 1). However, local authorities can seek nominees locally if there is a clear rationale for doing so. Such local arrangements should ensure that nominees are representative of all local environmental interests in the LCDC's operating area.

Members nominated through interim arrangements will hold their seats until PPNs are in place, at which time they will be replaced or re-nominated as per PPN requirements.

6.3.2 Local development and community development bodies

In the first instance, a maximum of one nominee should be sought from each local development company in the LCDC's administrative area (See Appendix 2 for relevant companies). A maximum of three members will be sought to represent the local development companies in the area. Where there are more than three companies, the Chief Officer should seek three nominees to represent all the companies.

Where nominations have been sought from local development companies and none have been received, or a company has declined to provide one, nominees should be sought from other local development or community development bodies operating in the area. In such circumstances, a minimum of one nominee, and no more than three, should be sought to represent such bodies, subject to a maximum of one per body.

6.3.3 Other local community interests

In addition to members drawn from the PPNs (or interim arrangements), members may be sought to represent other civic society or local community interests, such as farming/agriculture interests, business/employers interests, trade union interests, etc. When deciding the need for such representation, the Chief Officer and the CPG should have regard to the following—

- the need for as broad a mix of interests as possible to be represented,
- the focus of the LCDC on sustainable social and economic development, and the need for members representing both socially excluded or marginalised communities and business/employers interests, and
- the need for open and transparent nominating arrangements that yield nominees who are representative of the interests they have been nominated to represent.

Regarding LEADER, the farming/agriculture sector has been represented on rural local action groups under past programmes. The new regulatory framework does not prescribe representation of the farming/agriculture sector, however, the Department strongly advises that all rural LCDCs should include farming/agriculture interests. The Department recommends that nominations should be sought centrally from the National Farming Pillar (see Appendix 1). However, local authorities may put local arrangements in place with local farming and agricultural interests where they consider it a more effective and efficient approach. Local arrangements should ensure that nominees are representative of all local farming/agriculture interests.

Trade union representation on LCDCs is not prescribed, however, where trade union representation is considered appropriate, the Department recommends that nominations are sought centrally from the National Trade Union Pillar (see Appendix 1). However, local authorities may put local arrangements in place with trade union interests where they consider it a more effective and efficient approach. Local arrangements should ensure that nominees are representative of all trade union interests in the area.

Business/employer interest representation is not prescribed, but where such representation is considered necessary, the Department recommends that nominations should be sought centrally from the Business Pillar (see Appendix 1). Again, local arrangements may be used where it is considered more appropriate to do so, but such arrangements should ensure that nominees are representative of all business/employer interests.

In addition to local development company representation, it may also be appropriate in some circumstances to seek representation from other local development or community development bodies operating in the LCDC's administrative area. The need for such representation, and the arrangements for seeking nominees, will be determined by the Chief Officer and the CPG based on local need.

6.4 Disqualification from Membership

In certain limited circumstances a person may be disqualified from being a member of the LCDC. Such persons include those who—

- on conviction on indictment by a court of competent jurisdiction, are sentenced to a term of imprisonment,
- are convicted of an offence involving fraud or dishonesty, or
- are disqualified or restricted from being a director of any company.

These requirements should be notified to all relevant nominating bodies when nominees are being sought. In addition, members should be required to make a formal declaration to the Chief Officer that—

- they are not disqualified from membership on any of the grounds listed above, and
- they will notify the Chief Officer, as soon as is practicable, in the event that these circumstances change.

6.5 Membership and Conflicts of Interest

The potential for conflicts of interest among members is an important consideration for the Chief Officer and the CPG when seeking nominees to the LCDC. While a potential conflict of interest is not an automatic ground for disqualifying a person from being an LCDC member, it is an important consideration in deciding whether or not to accept a nomination.

A conflict may arise, for example, in the case of dual membership of the LCDC and a community or voluntary organisation, community development body or local development body that delivers programmes on behalf of the LCDC (or is likely to deliver or apply to deliver programmes in the future). Such a conflict is inevitable given the nature of the membership of the LCDC, however, it is essential to the effective operation of the LCDC that such risks are reduced as much as possible.

Accordingly, it is strongly recommended that no more than one board member and/or employee of any single community or voluntary organisation, community development body or local development body represented on the LCDC may be a member of the LCDC. The Chief Officer should address this matter with nominating bodies when requesting nominees in the first instance.

Local authority members and officials, who are board members of any community or voluntary organisation, community development body or local development body represented on the LCDC, cannot be members of the LCDC.

6.6 Code of Conduct for Committee Members

All LCDC members are required to maintain proper standards of integrity, conduct and concern for the public interest. The provisions contained in the *Code of Conduct for Councillors* and the *Code of Conduct for Employees*, published by the Department of the Environment, Community and Local Government under Section 169 the Local Government Act 2001, will apply to local authority members and local authority officials, as appropriate.

A code of conduct for State agency and private sector members should be put place by the Chief Officer – the *Code of Conduct for Councillors* under Section 167(2) of the 2001 Act, could be used in this regard.

Local Community Development Committee Membership (based on 19 members)

<u>Sector</u>	<u>Number</u>	<u>Members</u>	<u>Selected</u>
Local authority elected members	Minimum 3	Elected members	Council
Local authority officials	Minimum 2	Chief Executive or their nominee Head of Local Enterprise	Prescribed
Public authorities (including State agencies)	Minimum 2	Health Service Executive Dept. of Social Protection An Garda Síochána Education and Training Boards Údarás na Gaeltachta Third Level Institutions Teagasc	Nominations sought by Chief Officer in consultation with Corporate Policy Group
Local development and community development bodies	Minimum 1	Local development companies Family Resource Centres Other local/community development bodies	Nominated through agreed local arrangements
Community & Voluntary	Minimum 5	Community and Voluntary Social Inclusion Environment	Nominated through Public Participation Networks
Other civic society or 'local community' interests	No prescribed minimum	Employers/Business Agriculture and Farming Trade Unions Others community interests	Determined by Chief Officer and Corporate Policy Group

7. MATTERS CONCERNING THE POSITION OF CHAIRPERSON AND VICE-CHAIRPERSON

A Chairperson and Vice-Chairperson will be selected from among the members of the LCDC in accordance with the procedures set down in *Regulation 22*. All persons, regardless of the sectors they represent, may be considered for the position of Chairperson and Vice-Chairperson i.e. it is not restricted to any one sector or interest.

7.1 Period of Tenure

The Chairperson will serve for a maximum period of three years, whereupon they shall retire as Chairperson. A person may not serve two consecutive terms as Chairperson and may not be reappointed to the position of Chairperson for a period of three years from the end of their most recent period of tenure as Chairperson. There is no limit on the number of consecutive periods that may be served as Vice-Chairperson.

The Chairperson will be selected at the first meeting of the LCDC. The Chief Officer will act as Chairperson until a Chairperson is selected.

7.2 Role of the Chairperson

The Chairperson will consult with the Chief Officer on matters relating to the LCDC's administration and operation, and will have an overall coordination role and responsibility for its effective functioning.

The Chairperson's responsibilities will include—

- determining, in consultation with the Chief Officer, schedules, dates, times and locations of meetings,
- agreeing the agenda for meetings in consultation with the Chief Officer,
- managing meetings of the LCDC efficiently and effectively, ensuring that meetings are held, and the LCDC's functions are discharged, in accordance with its guiding principles,
- ensuring the agenda and all documentation are circulated in a timely manner,
- providing leadership and ensuring LCDC members are aware of, and comply with, their obligations as members,
- reporting on LCDC activities to the council, as required,

- monitoring implementation of the community elements of the Plan and ensuring appropriate action is taken to ensure objectives are met,
- leading consideration and debate on policy matters,
- ensuring appropriate advice and information is available to facilitate decision-making by the LCDC (see Section 4.3),
- leading in planning how and when the LCDC functions will be carried out,
- ensuring responsibilities are delegated to members, sub-committees and task-groups as appropriate, and
- facilitating open discussion and full participation by members on all matters coming before the LCDC.

8. ADMINISTRATIVE AND OTHER SUPPORT FOR LCDCs

8.1 The Chief Officer

The Chief Executive will assign a Chief Officer to support and assist the LCDC in the exercise of its functions. The Chief Executive will ensure that adequate resources are in place to support the LCDC. This support will be resourced from within existing local authority staffing resources, except where agreed otherwise with DECLG Local Government HR Section and the Department of Public Expenditure and Reform.

The key function of the Chief Officer will be to work jointly with the Chairperson to provide guidance and strategic direction for the LCDC. The Chief Officer will not be a member of the LCDC, however, they will attend and participate in all meetings in an advisory and support capacity (including, if appropriate, attending and participating in sub-committee meetings, etc. (*Regulation 5*)).

8.2 Establishment of LCDCs and Selection of Members

In the first instance, the Chief Officer will facilitate the establishment of the LCDC in consultation with the CPG, having particular regard to the optimum arrangements in terms of—

- the size of the LCDC,
- the interests to be represented, and
- the number of members for each sectoral interest (including the number of local authority members).

The Chief Officer will facilitate the nomination process and submit the list of nominees to the local authority for approval (Section 128C(3)).

8.3 Administration of the Business of the LCDC

In accordance with section 128D(1) of the Act, the Chief Officer will also be responsible for “*carrying out, managing and controlling generally the administration and business*” of the LCDC. In this regard, the Chief Officer will—

- arrange for the review and rotation of LCDC membership, as appropriate, in accordance with *Regulations 29 & 30*,
- arrange administrative support for LCDC meetings and any sub-committee or sub-group thereof, and the maintaining of records of such meetings,

- arrange for the carrying out of preparatory work for LCDC meetings, including drafting and circulating agendas and taking, drafting and circulating meeting minutes as well as preparing, generating and circulating other documentation to the LCDC as required from time to time,
- support the LCDC in the development of the community elements of the Plan, including drafting material, facilitating and managing consultation processes, and co-ordinating and managing generally the LCDC's work on the Plan,
- arrange for the preparation and administration of standing orders,
- support and advise the Chairperson, as required, including seeking advice from the Chief Executive and ensuring that any advice is circulated in a timely manner to the LCDC members,
- arrange for support for the LCDC in its work in respect of the Annual Report, and any other such reports as may be required from time to time,
- assist the LCDC in managing, administering and monitoring the resources at its disposal,
- ensure the LCDC complies with requests for information where appropriate, and
- generally arrange for general administrative support for the LCDC, as required.

8.4 Standing Orders

At a minimum, standing orders should provide for—

- scheduling and holding of ordinary meetings,
- dealing with urgent business related to LCDC functions and the holding of special meetings,
- minimum terms of notice for meetings, to be no shorter than those detailed in *Regulation 38*,
- subject to *Regulation 19*, procedures for determining questions, including procedures and methods of voting on decisions,
- subject to *Regulation 19*, procedures and methods for dealing with conflicts of interest in determining questions and voting on decisions, and the carrying out of LCDC functions generally (*Regulation 20*),

- arrangements for the recording of attendance of members at meetings, in accordance with *Regulation 48*, and
- in accordance with *Regulation 57*, procedures for dealing with disorderly conduct in meetings.

Standing Orders may also make provision for—

- commencement, advancement and termination of meetings,
- chairing of meetings when a Chairperson is yet to be selected,
- ordering of the agenda,
- procedures for suspending standing orders,
- the right to speak and equality in making views known,
- requirement to attend and participate at meetings,
- procedures for dealing with confidential and sensitive material, and
- reviewing previous LCDC business and recommendations.

A standing order may be amended or revoked by a majority vote of the LCDC.

8.6 Meetings

8.6.1 General

The frequency, location and timing of meetings will be decided by the Chairperson in consultation with the Chief Officer. As much as possible, meetings should be held according to a regular schedule set out in the standing orders.

The LCDC will hold as many meetings as necessary for the performance of its functions, but in any event, should meet no less than six times in any calendar year. Meetings should be arranged to optimise effectiveness and efficiency and should be held at times that facilitate attendance by all members. Members are required to participate in all aspects of LCDC business, not only those aspects relevant to their own interests.

The Chief Officer will meet with the Chairperson in advance of each meeting to agree the agenda, and the objectives and expected outcomes of the meeting. In terms of the general management of meetings, the Chief Officer will ensure—

- notification of meetings is issued in a timely manner, specifies the place, date and time of the meeting, and gives no less than five days notice of the meeting,

- the agenda is circulated to members no less than three working days in advance of any meeting,
- there is a quorum at each meeting, a quorum being 50% of the membership rounded to the nearest whole number, plus one (*Regulation 18*),
- meetings are postponed and rescheduled when a quorum cannot be raised, and
- attendance at meetings is recorded.

Full participation in meetings (i.e. attending, contributing and decision-making) is confined to LCDC members. Where policy matters of particular interest to local interest groups or other local authority members arise (e.g. proposals affecting a local area), the LCDC may meet with those local authority members or interest groups, as appropriate.

Apart from the LCDC members and the Chief Officer, only those persons who are invited to attend and participate should be present at LCDC meetings (see also paragraph 9.2.3 – *Participation by relevant local structures and committees in the work of LCDCs*).

Generally, LCDC meetings are not open to the media or members of the public (section 49A(8) of the Local Government Act 2001).

8.6.2 *Minutes*

Arrangements should be put in place regarding minutes of LCDC proceedings. The minutes, at a minimum, should detail—

- the members in attendance at a meeting,
- a record of any selection of a Chairperson or Vice-Chairperson, as may be the case, at a meeting,
- a record of any resignations of members notified to the LCDC,
- details of any new members attending the LCDC for the first time, including the sector that they represent,
- matters brought before the LCDC, whether by the Chief Officer or another person,
- any decisions taken and any votes put before the LCDC, and their outcome,
- details of persons who are not members of the LCDC (other than the Chief Officer) who attended and/or participated in the meeting,
- any sub-committees set up by the LCDC and their defined purpose, and

- the dissolution of any sub-committees or task-groups set up by the LCDC.

The minutes shall be kept electronically.

8.6.3 Maintenance of records

The local authority is responsible for maintaining all official records relating to the management and operation of the LCDC.

8.6.4 Expenses

In general, expenses arising for LCDC members will be met by their nominating bodies. However, those members whose expenses cannot be met in that manner may be entitled to travel expenses for attendance at LCDC meetings. Such expenses will not be met by the local authority unless arranged by the Chief Officer in consultation with the local authority. It is recommended that expenses are only met by the local authority for those members representing community & voluntary and social inclusion interests.

8.6.5 Allowances

Allowances will not be paid to any member, including the Chairperson, for their participation on an LCDC or for work arising from such participation. With regard to local authority member representatives, expenses arising in the context of their membership will be met from their existing expenses allowance.

8.6.6 Availability of information

Information in relation to the LCDC's activities should be published regularly. This includes minutes and reports generated by LCDCs. Where documentation is of a confidential nature, or information is specifically precluded from publication, this should be identified as such. Where documentation or information has not been identified as confidential and not for reproduction or publication, it will be regarded as available to the public in general and the sectors in particular.

9. PARTICIPATION IN THE WORK OF LCDCs

9.1 Sub-Committee/Task Group Arrangements

LCDCs may consider it appropriate to establish sub-committees (including task groups or other sub-structures) to help them carry out their functions, as well as to facilitate the broadest possible engagement with local interests. The use of such approaches is primarily a matter for local determination by each LCDC. However, before putting such arrangements in place, the LCDC should have regard to the following—

- the LCDC should be able to deal with most issues and sub-structures should be kept to a minimum to avoid excessive administration and meeting fatigue, and
- sub-structures should have clear remits and tasks to avoid duplication of effort – establishing ad hoc groups that are task-specific and wound-up when a task is completed is encouraged.

In any event, sub-structures should lapse on a date specified by the LCDC, unless their continuation is explicitly approved by the LCDC following a review of the necessity or otherwise of them continuing.

9.2 Engaging with public sector structures, local agencies and other delivery bodies

9.2.1 *Coordination of activity*

In pursuit of a collaborative approach and coherent response to local priorities, the need to bring local actors together in partnership will be important. LCDCs will be the primary structures at local level to secure this and it will be a key focus of LCDCs to develop and support mechanisms that secure a joined-up approach to service delivery.

The planning and implementation role of local statutory structures/committees involved with local development or community development activity is therefore recognised as important in the context of the work of the LCDCs. However, as LCDC membership is tightly defined, it will not be possible to provide a representative seat for all such structures/committees. In order to optimise the coordinated planning of their work, it will be important, therefore, to have other appropriate linkages and engagement between these structures/committees and LCDCs.

9.2.2 *Local Economic and Community Plan*

The key interaction with LCDCs will be through the development and implementation of the community elements of the Plan. The Plan will identify the needs and priorities of local

communities and develop sustainable solutions that make the best use of local assets, resources, strengths and opportunities to address those needs and priorities.

Accordingly, it is important that input to the Plan is received from a range of local statutory structures/committees involved in local development and community development activity. Such input should encompass priorities identified by the structure/committee in relation to its area of interest/responsibility. It is important that the LCDC works closely with the structures/committees concerned and draws on reliable research, analysis and planning undertaken by them in identifying their priorities. It is not intended that the LCDC would duplicate such research, analysis and planning.

Engagement with these structures/committees should also continue through the implementation phase of the Plan and could, for example, involve a regular cycle of meetings between the LCDC and the statutory structures/committees where they would engage and report on key actions and the extent to which their activities are consistent with the Plan. LCDCs should also give priority to these structures/committees if establishing sub-committees to work on particular thematic areas or priorities. LCDCs are encouraged to develop and put in place formal protocols with the relevant statutory structure/committees, which could include, but would not be limited to, the aforementioned activities.

9.2.3 Participation by relevant local structures and committees in the work of LCDCs

In the first instance, LCDCs should identify those local statutory structures/committees where a collaborative, partnership, coordinated or shared approach is required and should engage with them as set out above and in the Plan guidelines.

The range of statutory structures, committees, etc. include, but are not limited to—

- Education and Training Boards,
- Children Services Committees,
- Local Development Companies,
- County Childcare Committees,
- Traveller Interagency Groups,
- Peace Partnerships,
- Family Resource Centres,

- Volunteer Centres,
- Joint Policing Committees,
- Local Sports Partnerships,
- Citizen Information Centres,
- Money Advice and Budgeting Services,
- Drugs and Alcohol Task Forces,
- Comhairle na n-Óg, and
- Local Employment Services.

Consideration should be given by LCDCs to inviting officials from such bodies, and others operating in the local authority's area, to attend and participate in LCDC meetings where it facilitates input and expertise in matters of direct relevance to the LCDCs work. This would be additional to sectoral representation.

9.2.4 Inter-agency cooperation and working

Inter-agency cooperation and working is necessary to achieving successful outcomes for communities, whether that is cooperation between the LCDC members themselves and/or with those agencies/structures referred to in section 9.2.3.

Inter-agency cooperation or working can be defined as any joint action by two or more agencies that is intended to increase public value by their working together rather than separately. It can involve the exchange of information, altering activities, sharing resources, and enhancing of the capacity of other agencies for mutual benefit.

Inter-agency cooperation can be formal or informal, take place across different sectors, and take place at policy, operational or front-line service delivery level. It is an activity that covers a very broad range of actions and can be applied in numerous areas and settings.

It is recognised that inter-agency working is not a given and is a particular skill that needs to be developed. An ethos of collaborative working needs to be fostered so that it is embedded in the culture of an organisation and not viewed as an 'add-on'. This will also needs the sustained commitment of central Government.

9.3 Citizen and Community Engagement with LCDCs

In view of the important strategic and operational role of LCDCs in respect of local and community development programming and policy development, formal arrangements should be put in place to facilitate on-going citizen and community engagement with the work of the LCDC and the preparation of the community elements of the Plan. This will be of additional significance where an LCDC covers a broad range of services with limited opportunity for direct sectoral participation on the LCDC, or where it is not possible to accommodate the range of relevant interests. Generally, it will be a matter for the LCDC, taking account of the range of interests already represented, to decide on the appropriate participative arrangements, however, such arrangements should—

- pursue and facilitate participation by those potentially affected by its decisions,
- respect both the public's need for time to consider their input to decisions, and the LCDC's need for timely decision making,
- ensure multiple methods of participation are made available and the appropriate methodology be deployed for different situations,
- use methods of participation that are user-friendly and perceived as fair, just and respectful,
- use venues for public participation that are accessible to all,
- ensure public participation processes provide participants with the information they need to participate in a meaningful and accessible manner,
- make clear the public's role in decision-making and the limits of their influence from the outset,
- demonstrate how the public's contribution has the potential to influence decisions or outcomes,
- communicate to the public how their input affected decisions or outcomes, and
- give the public the opportunity to be involved and/or monitor the implementation of the decision or outcomes.

9.4 Structured Feedback

The LCDC is a partnership committee of local public and private interests. The members will not be restricted by the same fiduciary and corporate responsibilities that apply to

company directors of a company. Accordingly, they will be able to provide more detailed and meaningful feedback to their nominating bodies.

To underpin this and ensure that the views of all relevant interests in the administrative area are represented, it is important that LCDC members feed into the dialogue structures developed for engaging with their nominating body and update them on the work being progressed and information gathered on issues of concern to them. In this regard, the Chief Officer should ensure that each sector has appropriate arrangements in place to facilitate structured feedback between LCDC members and the sectors they represent.

Members nominated through the PPNs should comply fully with the feedback arrangements that apply in the case of those structures.

10. DECISION MAKING BY LCDCs

10.1 Decision Making Process

All acts of the LCDC, and all questions coming or arising before it, will be determined by consensus of those members present and eligible to vote. Where agreement cannot be reached, the members present and eligible to vote will vote on the matter before it.

Neither public authorities nor any single interest group should represent more than 49% of the voting rights. A vote taken or decision reached where any single interest group or public authority represents more than 49% of the voting rights is invalid.

Procedures should be put in place to deal with conflict of interest situations involving LCDC members. It is important to ensure that these procedures deal with situations where LCDC members must absent themselves from the consideration of, or decision-making in respect of, matters before the LCDC because of a conflict of interest. In any event, members with a conflict of interest should be prohibited from participating in deliberations and other decisions related to the conflict of interest.

The balance of members attending and eligible to vote on issues must be weighted in favour of the private sector members at all times. If a private sector member has to absent themselves from deliberations and decision making processes in respect of a particular issue, the balance of members remaining eligible to vote is must still weighted in favour of the private sector members.

Arrangements should be put in place to provide for such scenarios and may require, in some circumstances, some of the public sector members absenting themselves from a vote on issues to ensure that the appropriate balance is maintained. The exact process or arrangements in this regard should be set out in the standing orders.

10.2 Transparent Procedures

LCDCs shall prepare and maintain non-discriminatory and transparent decision-making procedures. Procedures should allow for the possibility of appeal against decisions, where relevant. Procedures should also provide for decisions by written procedure.

The Chief Officer will arrange for the keeping of records of all LCDC decisions, including the results of votes taken. This is particularly important in the context of funding decisions by LCDCs.

11. REVIEW AND ROTATION OF MEMBERSHIP

11.1 General

The Chief Officer, in consultation with the CPG and the Chairperson, will review the membership of the LCDC at least once every three years to ensure the membership is relevant and representative of the work of the LCDC, its aims and objectives (*Regulation 29*).

The Chief Officer should ensure that appropriate arrangements are in place for the rotation, every three-years, of representatives of—

- community and voluntary interests,
- social inclusion interests,
- environmental interests, and
- other local community and social partner interests.

Such arrangements should ensure that new members are nominated to the LCDC, while also trying to retain an appropriate continuity of membership. The nomination and selection of new members will allow the LCDC to evolve and adopt new perspectives and viewpoints on a regular basis. In any event, no member nominated to represent the above interests may serve more than two consecutive three-year terms.

11.2 Public Sector Members

As a general rule, there is no requirement to rotate or renew the public sector members. Local authority officials and State agency representatives are members because of the positions they hold within the organisations represented. Accordingly, it would be neither practical nor logical to seek to rotate these members. However, in the context of State agency representatives, the Chief Officer and the CPG should consider whether particular State agency representation at the time of the review remains relevant and appropriate to the work of the LCDC. It may, for example, be considered necessary to replace one agency with another to ensure the LCDC has the required membership, skills and focus to carry out its functions and deliver on the objectives of the Plan.

Similarly, there is no requirement to rotate local authority members. It is normal practice for local authority members to retain their positions on local authority committees for the lifetime of the council and be replaced, or re-nominated, as the case may be, following the subsequent local elections.

11.3 Local Development Companies

As is the case with public sector members, local development company representatives are members because of their position with the relevant local development company. Ordinarily, therefore, there is no requirement to rotate such representatives (many of whom may be company CEOs). However, it may be necessary to rotate representation between different local development companies operating in the local authority's area, particularly where the number of companies is greater than the seats available for such representatives. In these circumstances, it is a matter for the companies to agree representation and rotation arrangements between themselves. However, the Chief Officer should ensure that the arrangements, and the manner they are implemented, are equitable, best serve LCDC interests and ensure the views of all the companies concerned are appropriately represented.

11.4 Public Participation Networks

Subject to *Regulation 30*, and the requirements of paragraph 11.1 above, the rotation of PPN members on the LCDC will be carried out in accordance with the relevant regulations and guidance relating to the administration of PPNs.

11.5 Other Local Community Interests

The Chief Officer, in consultation with the Chair and the CPG, will consider if an appropriate mix of local interests is reflected in the membership and will make changes where necessary.

11.6 De-selection of Members

It is open to each nominating sector to de-select any of its nominees at any time. The nominating body should notify the Chief Officer in a timely manner, whereupon those nominees shall cease to be LCDC members. In such cases, the relevant sector should nominate a new representative, where applicable.

APPENDIX 1 – SOCIAL PARTNER PILLAR CONTACT DETAILS

Pillar	Name and Address	Telephone and e-mail
Business	Barry Peak	01-4004300
	Policy Executive Chambers Ireland Newmount House, 22-24 Lower Mount Street Dublin 2	
Farming	Gerry Gunning	01-4500266
	Executive Secretary The Irish Farmers Association Irish Farm Centre Bluebell Dublin 12	gerrygunning@ifa.ie
Trade Union	Fergus Whelan	01-8897731
	Trade Union Pillar Coordinator Irish Congress of Trade Unions 31-32 Parnell Square Dublin 1	Fergus.whelan@ictu.ie or congress@ictu.ie
Environmental	Michael Ewing	071-9667373
	Coordinator The Environmental Pillar Knockvicar Boyle Co Roscommon	Mobile: 086-8672153 michael@environmentalpillar.ie

APPENDIX 2 – LOCAL DEVELOPMENT COMPANIES

1. Avondhu/Blackwater Partnership Limited
2. Ballyhoura Development Limited
3. Bray Area Partnership Limited
4. Breffni Integrated Development Limited
5. Carlow County Development Partnership Limited
6. Cill Dara Ar Aghaidh Teoranta
7. Clare Local Development Company Limited
8. Comhar na nOileáin Teoranta
9. Comhair Chathair Chorcaí Teoranta
10. County Kilkenny LEADER Partnership Company Limited
11. County Sligo LEADER Partnership Company Limited
12. Co. Wicklow Community Partnership
13. Donegal Local Development Company Limited
14. Fingal Leader Partnership Company Limited
15. Forum Connemara Limited
16. Galway City Partnership Limited
17. Galway Rural Development Company Limited
18. Inishowen Development Partnership
19. IRD Duhallow Limited
20. Laois Community and Enterprise Development Company Limited
21. Leitrim Integrated Development Company Limited
22. Longford Community Resources Limited
23. Louth LEADER Partnership
24. Mayo North East LEADER Partnership Company Teoranta
25. Meath Community Rural and Social Development Partnership Limited
26. Monaghan Integrated Development Limited
27. North and East Kerry LEADER Partnership Teoranta

28. North Tipperary LEADER Partnership
29. Northside Partnership Limited
30. Offaly Integrated Local Development Company Limited
31. People Action Against Unemployment Limited
32. Rathmines Pembroke Community Partnership Limited
33. Roscommon Integrated Development Company Limited
34. South and East Cork Area Development Partnership Limited
35. South Dublin County Partnership Limited
36. South Kerry Development Partnership Limited
37. South Tipperary Development Company Limited
38. South West Mayo Development Company Limited
39. Southside Partnership DLR Limited
40. The Ballyfermot/Chapelizod Partnership Company Limited
41. The Ballymun Partnership Limited
42. The Blanchardstown Area Partnership Limited
43. The Bluebell, Inchicore, Islandbridge, Kilmainham And Rialto Partnership Company Limited
44. Tolka Area Partnership Limited
45. Waterford Area Partnership Limited
46. Waterford LEADER Partnership Limited
47. West Cork Development Partnership Limited
48. West Limerick Resources Limited
49. Westmeath Community Development Limited
50. Wexford Local Development

CONTACT DETAILS – COMMUNITY DIVISION

Any queries regarding these guidelines, or other related matters, may be directed to—

Community Division

Department of the Environment, Community and Local Government

Government Offices

Ballina

County Mayo

email: lgldalign@environ.ie

Alternatively you can contact the Division directly on—

Telephone: 096 4258 or 096 4256 or 096 4253